



CHAPTER 6 - RECOMMENDATIONS

DRAFT

A - PARKS RECOMMENDATIONS

1 – Preserve and Enhance Existing Parks and Facilities

Alameda is well served by its network of neighborhood parks. Maintenance, upkeep and improvements over time are essential for preserving infrastructure, and for continuing to provide functional, inviting and attractive parks.

- Assign high priority to maintenance and renovation of existing parks and facilities, as described in the Existing Conditions Chapter recommendations.
- Monitor existing parks on a regular basis and identify those sites that require repair, renovation and/or improvements.

2 – Develop Additional Park Acreage

Because Alameda is largely built out, opportunities to create additional parks are limited. A number of sites have been identified that can be developed as City parks. If all of the following sites are developed, over time, the City can meet the goal of 3 acres per 1,000 residents.

- Develop proposed park sites to increase the City's park acreage.

Beltline Park - This 22-acre site is centrally located, and large enough to accommodate both active and passive recreation, urban agriculture and/or community gardens, and a recreation facility such as a community center.

Boatworks Park - This 2-acre site at the Estuary shoreline between Oak and Elm Streets has been entitled as part of an adjacent residential development. It will accommodate mostly passive uses, but will also include water access for non-motorized water craft.

- Monitor opportunities to develop potential park sites to increase the City's park acreage.

North Loop Road Park - This 12-acre site on Bay Farm Island could be developed for active or passive uses, and is large enough to accommodate several sports fields.

Encinal Terminal - This mixed use development will include public park land, and provide public access to the Estuary Shoreline around the perimeter of the site.

Mt. Trashmore - This 20-acre former garbage/landfill site at the Estuary Shoreline on Bay Farm Island could be developed for passive uses and habitat. Park development is constrained by the issues associated with the site's prior use, including the ongoing risk of methane leaks and ground settlement, however, a number of similar sites around the bay have been successfully converted to passive use parks.

Former Coast Guard Housing Park Site - This site along Mitchell Avenue was at one time used for active sports, and could be redeveloped for such use, including both diamond and rectangular fields.

- Future Alameda Point Parks

Alameda Point - The largest developable land area in the City, Alameda Point is the most suitable location for large passive parks and the only possible location for an active sports complex. As the residential component of Alameda Point develops, it is recommended that the City require 3 acres of neighborhood park for each 1,000 new residents. Alameda Point is also anticipated to be the location for passive parks operated by East Bay Regional Park District.

- As infill and new development occurs, explore opportunities to collaborate with private developers to create pocket parks and neighborhood parks in association with those developments.
- Continue to enhance partnerships with East Bay Regional Park District (EBRPD), and the California Department of Parks and Recreation (the State Park system) to develop and manage parks, enhance access to parks and open space, and to acquire additional parkland. This is particularly appropriate given the high interest expressed in the Community Surveys in open space for hiking and walking.
- As new park acreage is developed, allocate funds to increase the ARPD's maintenance budget commensurate with the increased maintenance needs.

3 – Improve Access for All Residents

Alameda has well distributed parks, and a network of trails, particularly along the water. Although most residents are within ¼ mile of a park and 95% of the City's children live within 3/8 mile of a park, residents of some areas, particularly the East End and East Central areas, are farther removed from park facilities.

- Develop identified park sites in areas that are currently underserved (e.g. Boatworks Park, Beltline Park)
- Improve and expand the City's trail system to provide recreational opportunities and improve access to parks and shoreline.
- Expand access to Alameda's shoreline wherever feasible.
- Where separated trails are not feasible, improve on-street connections to be pedestrian and bicycle-friendly green streets.

- Continue to upgrade existing parks to ADA standards to ensure accessibility for all.

4 – Design and Site New Neighborhood Parks to Maximize Access and Use

Alameda's parks have long served as neighborhood focal points, and recreational and social gathering spaces. Any new park, whether a City-initiated project or built in conjunction with a private development project, should maintain those qualities. The result should be an integrated park system which meets the needs of the overall community and the identity of individual neighborhoods that the parks serve.

A neighborhood park provides a social focus and recreational activities for local residents. It may have a special feature that attracts users from a wider area (e.g. a recreation center, or shoreline access). A small neighborhood park may serve as a recreational or social space, focal element, and "community front yard," but may also include active recreation uses, where appropriate and feasible.

- A park should serve multiple user groups. It should accommodate active and passive uses, individuals and groups.
- A park should be sited with frontage along public streets on at least one side, and preferably on all sides. Rear and side yards adjacent to a park should be minimized. Where homes back onto a park, use landscaping to create a buffer.
- A park should be visible from public rights-of-way. Visual access makes a park feel public, and improves safety. A parks should feel welcoming to the public. If a park is not clearly visible from public rights-of-way (e.g. a waterfront park behind a residential or commercial development) signage should clearly direct people to the park and entry features should be provided to identify the park as a public space.
- A park should be linked to the pedestrian and bicycle circulation system, to enhance access. Bicycle racks should be provided. A neighborhood park should be accessible to residents without crossing arterial streets.
- A neighborhood park should accommodate active and passive recreation, as well as social gathering. Active uses may include multi-use turf areas, youth sports fields, or sport courts. Lighting for night use may be considered if it does not interfere with residential uses. Passive recreation may include turf areas for informal play, a community garden, or a pathway system for walking and jogging. Social spaces may include family picnic areas, with shade structures and wind protection.
- A neighborhood park should serve multiple user groups, including children, teens, adults and seniors. Separated play areas for pre-school and school aged children should be provided, with appropriate seating areas. Walking

paths and benches with backs should be provided to accommodate seniors.

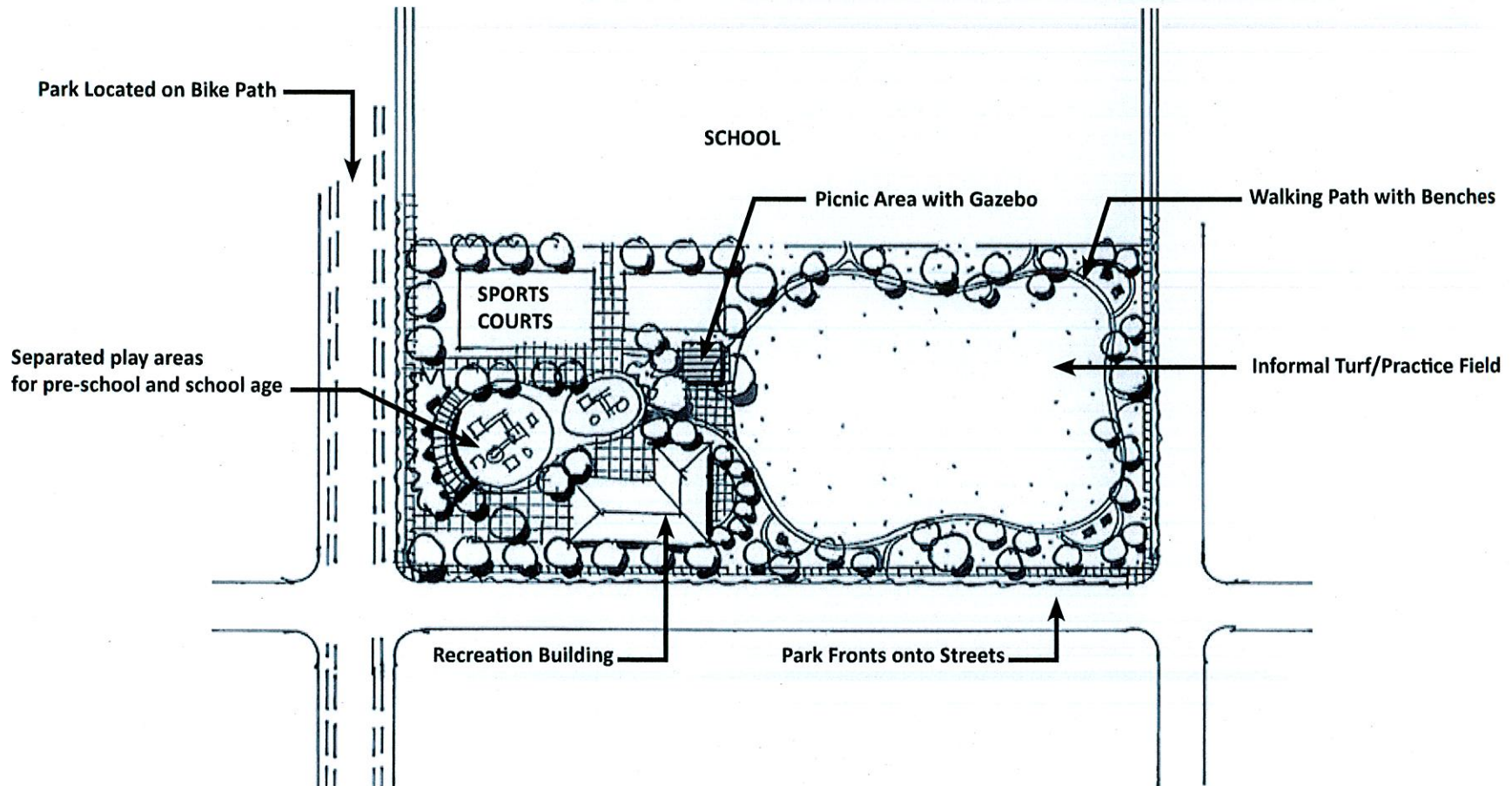
- Consider collocating parks with schools to maximize uses, efficiencies and partnership potentials.
- A smaller neighborhood park may emphasize small group and individual activities. It should serve more than one user group. A small park should accommodate children's play, whether with a play structure or with an informal turf area where children can run. A small park should contain an element of small scale active recreation, e.g. a specialty sport such as bocce or a turf area for informal play. It should also provide amenities for seniors, such as benches with backs.
- A park should contain a focal element, such as a shade pavilion, interpretive feature, public art, or a specimen tree.
- Amenities including benches, drinking fountain, bike racks, and trash receptacles should be provided.

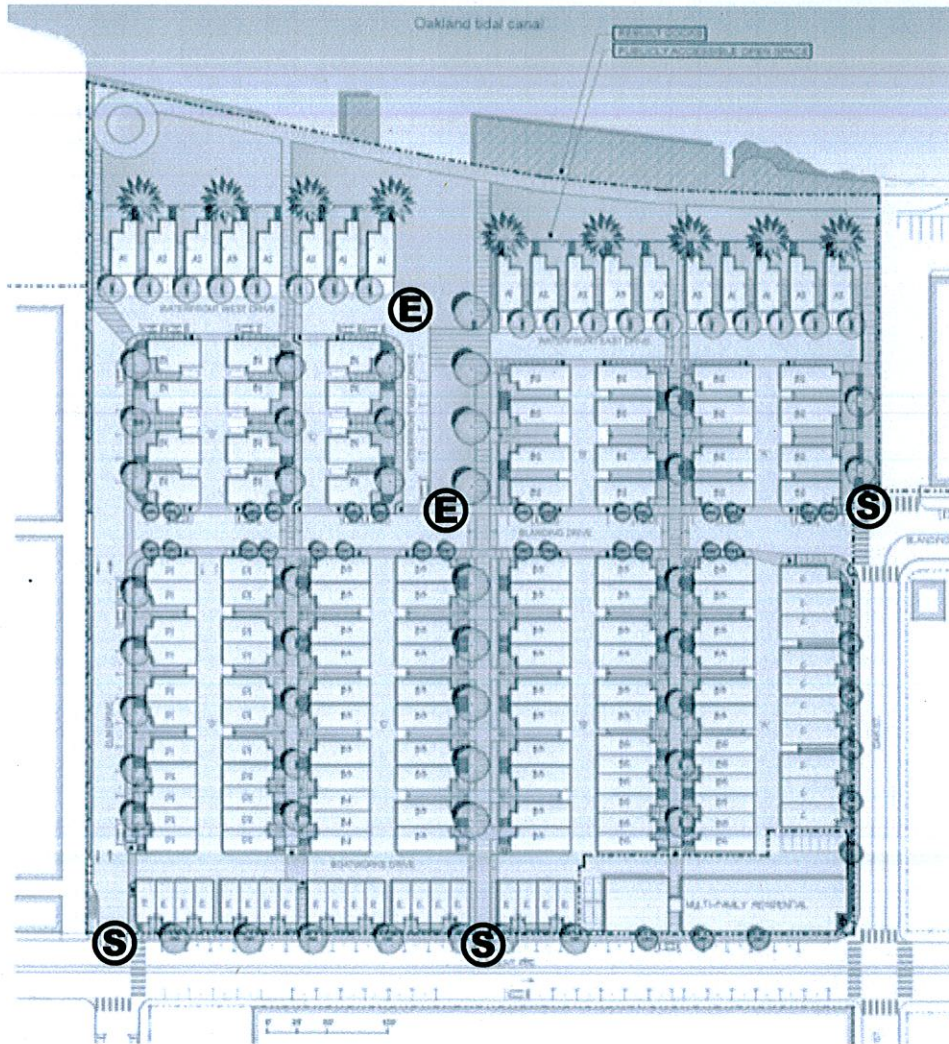
5 – Provide Additional Sports Fields

As Alameda's population grows, its current shortage of sports fields will be increased. By the year 2030, the projected population of 80,000 will result in the need for six (6) more diamond fields than exist currently, and eight (8) more rectangular fields. There is also a need to develop and cluster competitive field uses in order to accommodate tournaments. Additionally, the year-round need to keep sports fields in use and the need to control maintenance costs would be best addressed with the development of competitive synthetic turf fields.

A comparison of current population and facilities to current demand and industry standards reveals an immediate shortfall of one (1) full-size baseball/softball field (90' baselines) and two (2) softball/Little League (60' baseline) fields, and five (5) rectangular multi-use turf areas to accommodate soccer, football, rugby, and lacrosse. This deficiency is projected to increase by an additional two (2) diamond fields and two (2) rectangular multi-use fields with the anticipated build out of Alameda Point. Based on review of current conditions, it is recommended to construct two to three all-weather fields immediately as well as one full-size baseball field to begin addressing the shortfalls.

NEIGHBORHOOD PARK CONCEPT





Recommendations for a Park Embedded in a Neighborhood (Example: Proposed Boatworks Park)

- Provide adequate signage (S) at public streets to direct public to the park.
- Create permanent, prominent entry features (E) that identify the park as a public place.
- Ensure ADA access to the park.
- Provide adequate public parking.
- Create clear boundaries between public and private space.
- Ensure HOA funding mechanism for park maintenance.
- Provide amenities including benches, bike racks, and trash receptacles.
- Plant trees that will provide adequate shade canopy.

As described below, the identified potential park sites could provide sufficient space to meet these needs.

Potential Sites for Sports Fields

- **Beltline Park** - This site is already owned by the City, in a central location, and linked to the future Beltline Spur Trail. There is easy access from perimeter roads, although there is limited visibility of the total site from the perimeter roads. Parking must be accommodated on site. There is a need to buffer the established residential community from park use impacts. The linear shape of the site limits sports field configurations. The site will likely require soils remediation, which impacts cost and timing of development.
- **North Loop Road Park** – The property is not currently owned by the City. There is convenient access for Bay Farm Island residents, with easy access from North Loop Road, which could also accommodate off-site parking. There is good visibility along the length of the site from perimeter roads. There is a need to buffer the established residential community from sports impacts. The existing Kindercare facility divides the park site, and the linear shape of the site limits sports field configurations.
- **Encinal Terminal** – This site is not owned by the City. The ability to accommodate fields and the schedule of construction will be subject to the mixed use development's timing and approvals.
- **Coast Guard Sports Fields Site** – This property is not owned by the City. It has historically been used for active field sports. There is easy access and good visibility from the perimeter roads. It is readily accessible to residents of the western end of the island. It will not be contiguous with the developed Alameda community until redevelopment occurs.
- **Alameda Point Neighborhood Parks** – The City controls the property and planning process contingent on redevelopment of Alameda Point. Neighborhood parks in the redeveloped area are more likely to be used by local residents than by the overall Alameda community.
- **Alameda Point Community Sports Park** – The City controls the property and planning process. The site would be more accessible to residents on the western end of the island, and would not be contiguous with the developed

Alameda community until redevelopment occurs. This is the only currently identified site large enough for a regulation 90' diamond ballfield. There is the opportunity to locate new fields in conjunction with the existing fields and Gym at Alameda Point, or to create partnerships with private development to build and operate facilities. Construction of fields would be subject to timing of redevelopment of Alameda Point.

POTENTIAL FIELD CAPACITY

Potential Site	Diamond Fields and/or	Rectangular Fields
Beltline Park	1-2 - 60' diamonds	2-3 youth fields
North Loop Road	3 - 60' diamonds	3-4 fields
Encinal Terminal		1 field
Coast Guard Sports Fields	1 - 60' diamond	2 fields
Alameda Point Neighborhood Parks	2 - 60' diamonds	2 youth fields
Alameda Point Community Sports Park	1-2 90' diamonds 1-2 60' diamonds	1-3 competition fields

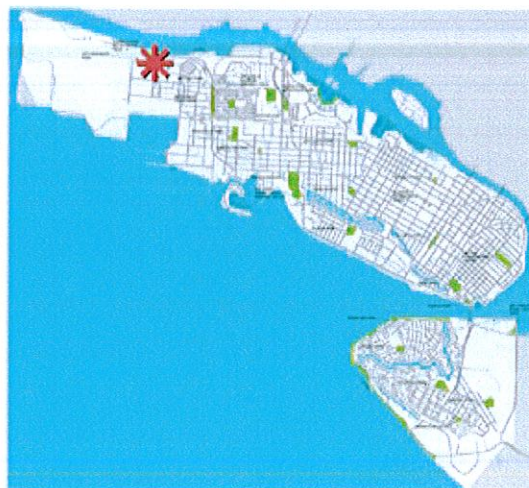
Develop sports field facilities to meet the standard of 1 diamond field per 2,600 residents and 1 rectangular field per 3,000 residents.

- **Option 1** – Consolidate the majority of new sports uses into one sports complex
- **Option 2** – Develop majority of sports uses on both eastern and western ends of the community
- **Option 3** – Distribute sports uses on three sites throughout the community.

Sports Field Distribution Options		Beltline Park	North Loop Road	Encinal Terminal	Coast Guard Sports Fields	Alameda Point Neighborhood Parks	Alameda Point Community Sports Park
Option 1 Consolidate 1 complex	Rectangular Fields	1			2	2	3
	Diamond Fields	1			1		4
Option 2 Develop 2 complexes	Rectangular Fields	1	2		2	1	2
	Diamond Fields		2		1	1	2
Option 3 Distribute fields	Rectangular Fields	1	2	1	2		2
	Diamond Fields	1	2		1	1	1

	Option 1 <i>Consolidation at Alameda Point/Coast Guard Housing</i>	Option 2 <i>East-West Distribution – Loop Road & Alameda Point/Coast Guard Housing</i>	Option 3 <i>Distribution – Loop Road, Beltline & Alameda Point</i>
Distribution	<ul style="list-style-type: none"> Concentrates facilities at west end of island Most underserved areas are on eastern Alameda 	<ul style="list-style-type: none"> Distributes facilities to both ends of Alameda 	<ul style="list-style-type: none"> Distributes facilities throughout Alameda, although does not address gap in service areas
Costs	<ul style="list-style-type: none"> Economy of scale – avoid duplication of concessions/restrooms. Possible partnership with Bladium or others 	<ul style="list-style-type: none"> Duplication of concessions 	<ul style="list-style-type: none"> Costs and construction can be spread over time Duplication of concessions & restrooms
Timing	<ul style="list-style-type: none"> Timing on sports complex unclear pending Alameda Point development plans 	<ul style="list-style-type: none"> Loop Road Park may be constructed on accelerated timeline 	<ul style="list-style-type: none"> Beltline Park may need significant remediation - delays construction plans

OPTION 1



OPTION 2



OPTION 3

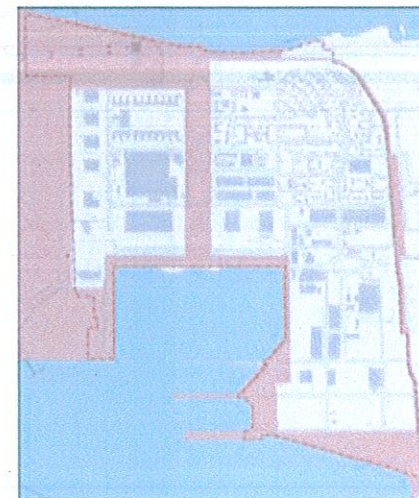


	Option 1 <i>Consolidation at Alameda Point/ Coast Guard Housing</i>	Option 2 <i>East-West Distribution – Loop Road & Alameda Point/Coast Guard Housing</i>	Option 3 <i>Distribution – Loop Road, Beltline & Alameda Point</i>
<i>Operations</i>	<ul style="list-style-type: none"> ▪ Achieves maintenance efficiencies 		
<i>Other</i>	<ul style="list-style-type: none"> ▪ Space is available ▪ Possible synergy with existing Alameda Point Multipurpose Field ▪ Accommodate tournaments ▪ Public support for sports complex ▪ Traffic impacts if tournament use 	<ul style="list-style-type: none"> ▪ Loop Road could satisfy soccer needs 	<ul style="list-style-type: none"> ▪ Possible conflict with transit corridor @Beltline ▪ Neighborhood challenges @ Beltline ▪ Possible circulation issues @ Beltline

6 – Provide Additional Passive Open Space, Habitat Areas, Trails and Shoreline Access.

Access to natural open space and trails is the highest priority for Alameda residents. The City has already established a successful partnership with EBRPD and with the management of Crown Beach and the Shoreline Trail. The redevelopment of Alameda Point provides significant potential to provide enhanced habitat areas and increased open space. Much of the Northwest Territories' 700 acres will be protected as habitat area. Restrictions placed on Tidelands Trust land will secure these areas for open space, park and waterfront related uses.

- Continue to enhance partnerships with the East Bay Regional Park District (EBRPD), and the California Department of Parks and Recreation (the State Park system) to develop and manage parks, enhance access to parks and open space, and to acquire additional parkland.
- Continue to implement recommendations for the Cross Alameda Trail, and the City of Alameda Pedestrian Plan.
- Incorporate shoreline trails along the perimeter of Alameda Point and Coast Guard property as part of the redevelopment planning effort.
- Continue efforts to implement a waterfront trail between Sweeny Bridge and Grand Marina.
- Incorporate open space and habitat access into the redevelopment planning efforts for Alameda Point.



Tidelands Trust Areas

urban greening + parks master plan
alameda, california

7 – Develop Beltline Park as a Community Park to Meet the Needs of a Cross-Section of the Community

The acquisition of the former “Beltline” Railroad property provides the City with the opportunity to develop a centrally located community park. At 22 acres, the site is significantly larger than other community parks in Alameda. The site is prominently located at the intersection of Constitution Way and Atlantic Avenue. Currently, views into the site are obstructed by vegetation. However, there is an opportunity for visual access into the park. The parcel has a long linear configuration.

Office buildings and associated parking lots form the northern boundary of the site. The southern boundary abuts an established residential community. The Food Bank Partnership is located at the western edge of the parcel. Auto access to the site would be limited to short segments on Atlantic Avenue at the western and eastern ends of the site. Auto access through adjacent neighborhoods should be discouraged. The proposed Cross Alameda Trail Corridor will cross the site and provide bike and pedestrian links to the community. An 85’ corridor will need to be retained across the site to accommodate the trail and potential transit. The former Railroad property contains deteriorated infrastructure, including railroad tracks and accessories, and likely requires environmental remediation which will present challenges to park and urban farm use.

Options are beginning to emerge with regard to the development of the Alameda Beltline property. They all include community garden areas (also ranked highly by the public) and a number of potential variations of athletic fields and community center building configurations.

Through workshops and discussion with stakeholders for following guiding principles emerged:

- The western edge of the property should be developed for urban farming in partnership with the Food Bank. A community/demonstration garden might be developed at the east end of the parcel in conjunction with the community center.
- Residential areas should be buffered from active park uses. Local pedestrian access points should connect the park with neighborhoods.
- Access and parking areas should be developed at each end of the park with a looped pedestrian network linking the two ends.
- To “activate” such a large linear park it is important to provide a variety of uses of facilities that appeal to a cross-section of the community.
- The park should not be dominated by sports uses. It should provide family-oriented active and passive uses.

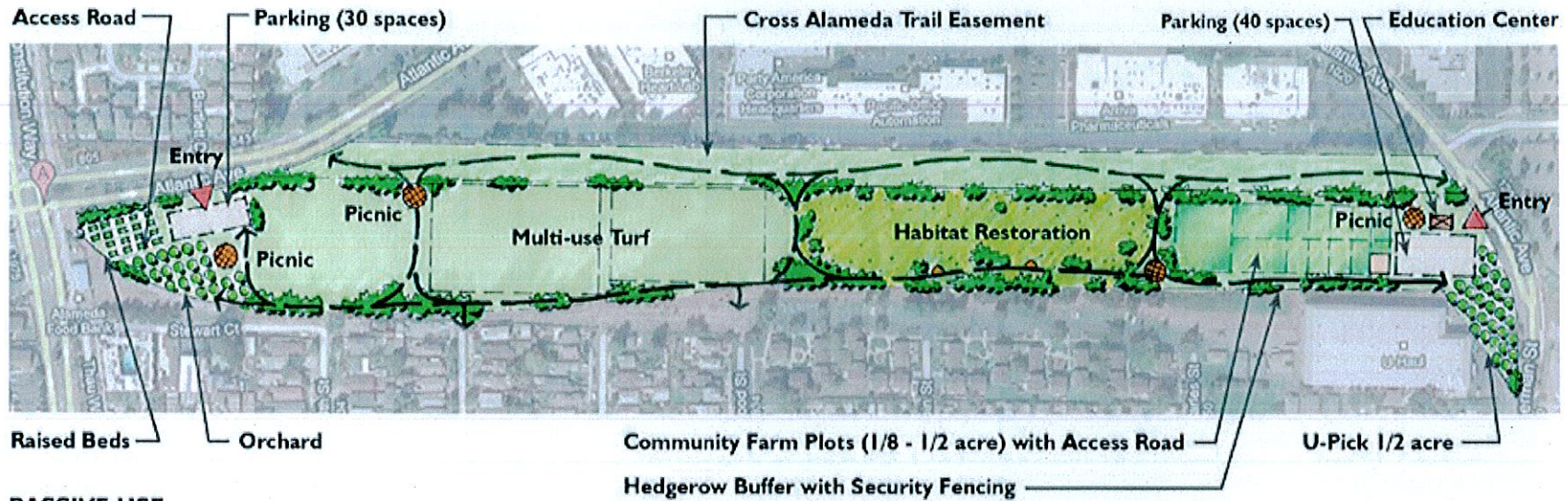
- Sustainable concepts should be seamlessly integrated and celebrated in the design.

The concepts on the next page illustrate two approaches to the development of Beltline Park.

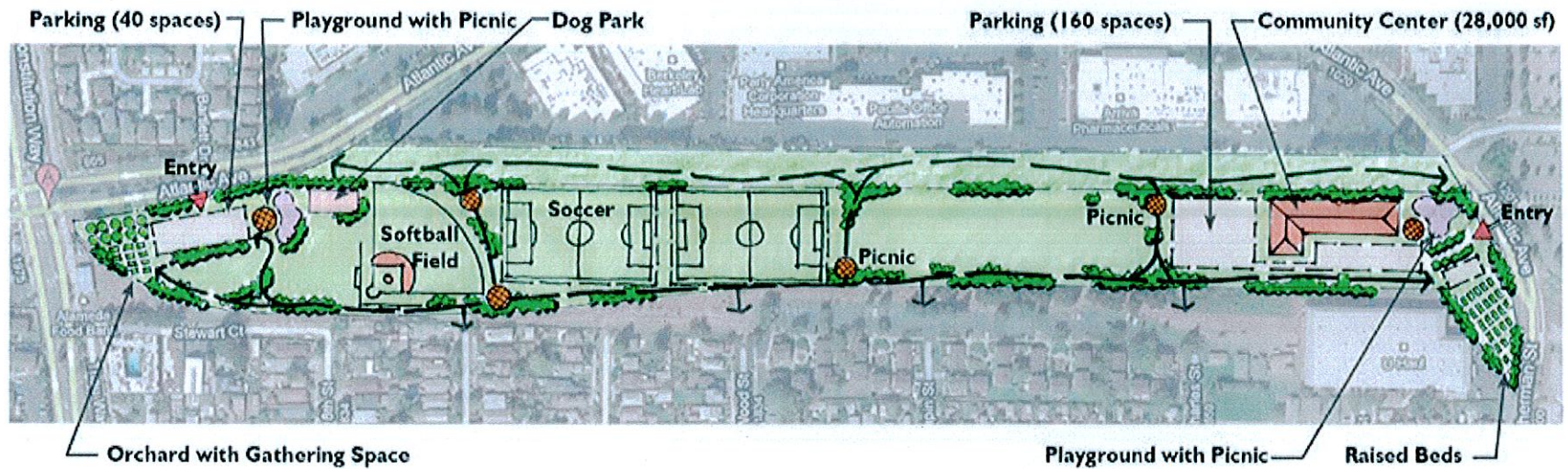
8 – Pursue Partnering Options for Providing Additional Facilities and Programs

With shrinking budgets and increasing demands, one effective means of providing additional parks, open space, facilities and programs is through partnerships with other public entities and private organizations. Alameda has several successful examples of this approach, including partnerships with East Bay Regional Parks District, and with the Boys & Girls Club. Partnerships can allow the City to provide more services at a lower cost.

- Continue to partner with East Bay Regional Parks District for operation of large open space parks such as Crown Beach. Explore additional partnership opportunities with EBRPD at Alameda Point, and Mt. Trashmore.
- Coordinate with non-profit organizations such as the Boys & Girls Club to provide complementary services and facilities.
- Consider expansion of private sector partnerships such as Bladium Sports Club or Miracle League to fill unmet community needs.
- Seek opportunities for public/private partnerships, and partnering with non-profits, community or sports groups for specific improvements to existing facilities.
- Develop agreements with ball field leagues to self-maintain infields to allow maintenance staff to focus on other areas of the parks.



PASSIVE USE



ACTIVE USE

Conceptual Options for Beltline Park

9 – Ensure Ongoing Funding of Park Maintenance and Maximize Maintenance Efficiencies

In order to continue to provide the excellent quality of parks that the residents of Alameda currently enjoy, ongoing maintenance must be of the highest priority. Whether considering existing parks and facilities, expanding or improving existing facilities, or adding new parks and facilities, ensuring funding for maintenance is essential.

Basic maintenance costs include personnel costs for tasks such as mowing turf, pruning trees and shrubs, weeding, upkeep of irrigation systems and site furnishings, trash collection, sweeping and graffiti removal. They also include water and electricity charges. Some specialized park elements, such as restrooms, large group picnic areas, sports fields or dog parks, have greater maintenance requirements. Routine replacement of park elements such as play structures, court surfacing, field turf, landscaping and irrigation, benches, etc. (life-cycle costs) must be included in ongoing maintenance projections. A cost matrix is included in the Appendices to this Urban Greening + Parks Master Plan, which lists projected maintenance costs for various elements of the park system. Careful tracking of discrete elements of operations and maintenance may also reveal areas for specific cost savings (e.g. irrigation upgrades which result in lower water usage; new lighting technology which uses less energy and requires less frequent maintenance).

- Identify funding sources for ongoing maintenance of any new park or facility to be added to the existing parks system, prior to acquisition.
- Consider forming Citywide or local Landscape and Lighting Districts to provide an ongoing funding stream for park maintenance and operations.
- Consider developing a segregated capital reinvestment fund within the City's General Fund to support life-cycle replacement of existing park amenities.
- Maintain a segregated account for use fees, concession charges, and other fees generated from the parks, for reinvestment in maintenance of the parks.
- Track operations and maintenance expenditures to determine annual costs of discrete elements such as irrigation and graffiti abatement.
- Seek opportunities for grant funding, public/private partnerships, and partnering with non-profits, community or sports groups for specific improvements.
- Seek out and encourage the provision of volunteer assistance and stewardship from civic organizations, special interest groups, and individuals to reinforce a sense of park ownership by community.

- Maximize maintenance efficiencies where possible, including:

- Encourage use of preferred equipment.
- Use primarily turf and mulch as park ground plane, avoiding large areas of groundcover and shrub planting. Explore opportunities to transition lawn under mature trees to non-irrigated mulch areas.
- Avoid location of sand pits in play areas near safety surfacing - sand pits should be surrounded by concrete to facilitate sweeping.
- Use fiberglass or concrete light poles, which resist corrosion from the marine environment.
- Use asphalt for pathway surfacing.
- Use concrete for park signs.

PLANNING LEVEL COST ESTIMATE

For planning reference, the following table lists a sample of potential park facilities. Estimated construction costs are provided based on the cost components listed in the Description/Assumptions column. A construction contingency of 20% and "soft" costs estimate of 30% have been shown for reference. Soft costs include design, engineering, construction administration, plan review and permitting. Approximate annual replacement and maintenance costs are also provided. Estimated replacement costs were calculated by amortizing the initial construction cost over the life cycle of each cost component with a cost escalation rate of 1.5% annually. The annual maintenance estimate includes a premium of 5% for incidentals and vandalism, and an administration cost of 4%.

Facility	Description/Assumptions	Approx. Construction Cost	Construction + Contingency (20%)	Construction + 'Soft' Contingency + Costs (30%)	Approx. Area/ Facility	Approx. Replacement Cost (annual)	Approx. Maintenance Cost (annual)	Approx. Total Annual Costs
Basic Park Improvements (per acre) - Small Parks	Grading, drainage, utility connections, concrete walks, turf, trees, irrigation, lighting, benches, trash receptacle, bike rack	\$270,000	\$324,000	\$421,200	1 acre	\$9,000	\$13,500	\$22,500
Basic Park Improvements (per acre) - Large Parks	Grading, drainage, utility connections, concrete walks, turf, trees, irrigation, lighting, benches, trash receptacle, bike rack	\$250,000	\$300,000	\$390,000	1 acre	\$8,500	\$13,500	\$22,000
Natural Park/Trail (per acre)	Grading, soil prep, hydroseed, decomposed granite paths, bench, trash, trees	\$215,000	\$258,000	\$335,400	1 acre	\$8,500	\$7,000	\$15,500
Baseball Field - Adult - Lighted	Grading, field drainage, turf, backstop, outfield fencing, chain link dugouts, infield, electronic scoreboard, bleacher seating, shade, lighting for night play	\$1,200,000	\$1,440,000	\$1,872,000	4 acres	\$65,000	\$65,000	\$130,000
Baseball Field - Little League - Unlighted	Grading, turf, backstop, outfield fencing, chain link dugout, infield, electronic scoreboard, bleacher seating, shade	\$600,000	\$720,000	\$936,000	2 acres	\$25,000	\$22,000	\$47,000
Softball Field - Girls - Unlighted	Grading, turf, backstop, outfield fencing, chain link dugout, infield, electronic scoreboard, bleacher seating, shade	\$500,000	\$600,000	\$780,000	1.5 acres	\$25,000	\$15,000	\$40,000
Soccer Field - Regulation - Synthetic Turf - Lighted	Grading, synthetic turf, field drainage, lighting for night play, goal posts, field markers, bleacher seating	\$1,400,000	\$1,680,000	\$2,184,000	3 acres	\$90,000	\$13,000	\$103,000
Soccer Field - Regulation - Natural Turf - Unlighted	Grading, turf, field drainage, goal posts, field markers, bleacher seating	\$415,000	\$498,000	\$647,400	3 acres	\$17,000	\$33,000	\$50,000

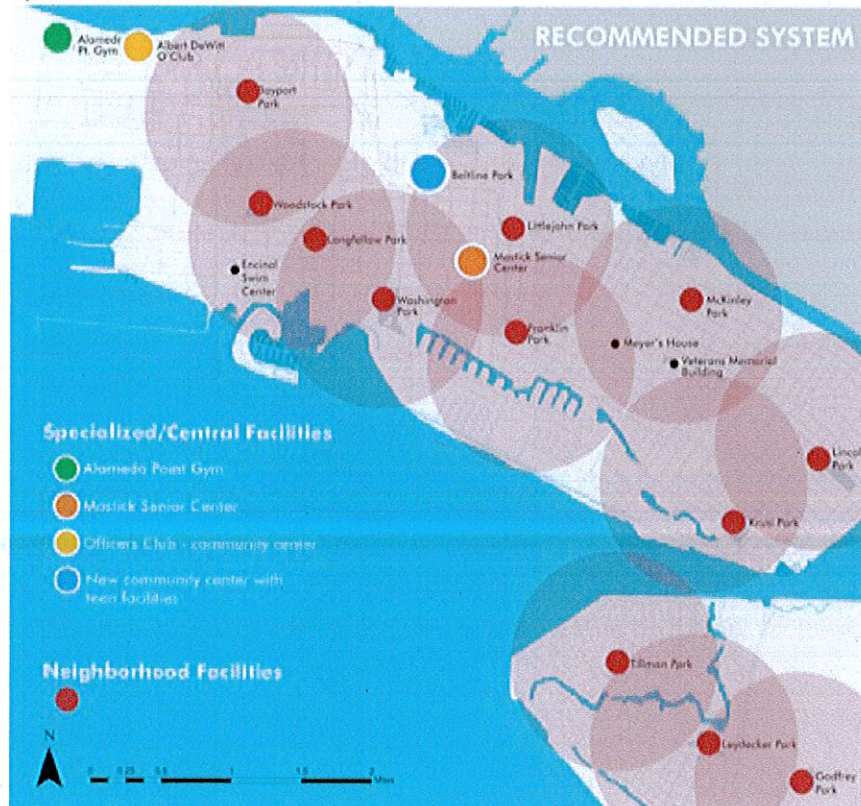
Facility	Description/Assumptions	Approx. Construction Cost	Construction + Contingency (20%)	Construction + Contingency + 'Soft' Costs (30%)	Approx. Area/ Facility	Approx. Replacement Cost (annual)	Approx. Maintenance Cost (annual)	Approx. Total Annual Costs
Soccer Field - Bantam	Grading, turf, goal posts, field markers, players bench	\$275,000	\$330,000	\$429,000	2 acres	\$10,000	\$9,500	\$19,500
Skate Park	Skate structure with concrete bowls, lighting for night use, perimeter rail fence, shade structure, planting, seatwalls, bike racks	\$1,200,000	\$1,440,000	\$1,872,000	1.5 acres	\$60,000	\$25,000	\$85,000
Skate/BMX Spots	Set of skate features such as grind rail, grind boxes, flat ledges, trash receptacles	\$95,000	\$114,000	\$148,200	4,500 sf	\$4,500	\$13,500	\$18,000
Dog Park	Perimeter fencing for 1.5 acre park, water faucet, decomposed granite area, lawn area, trash/doggy station, shade, signage	\$370,000	\$444,000	\$577,200	1.5 acres	\$23,000	\$25,000	\$48,000
Play Area	Grading, play equipment (2-5 years and 5-12 years), swings, synthetic safety surfacing, seating, shade, trash receptacles	\$310,000	\$372,000	\$483,600	5,000 sf	\$25,000	\$10,500	\$35,500
Restrooms - Small	Prefabricated ADA restroom with one toilet and sink each gender, concrete foundation, storage, photo-sensor locks, drinking fountain, trash receptacle, planting	\$155,000	\$186,000	\$241,800	500 sf	\$7,500	\$12,500	\$20,000
Restroom/Concession	1,700 sf ADA restroom/concession/office, concrete foundation, 3 toilets each gender, drinking fountain, trash receptacle, planting	\$720,000	\$864,000	\$1,123,200	2,000 sf	\$35,000	\$25,000	\$60,000
Multi-Use Turf - Small	Grading, natural turf, drainage, goals	\$375,000	\$450,000	\$585,000	1.5 acres	\$11,700	\$19,750	\$31,450
Multi-Use Turf - Large	Grading, natural turf, drainage, goals	\$250,000	\$300,000	\$390,000	3 acres	\$6,500	\$15,000	\$21,500
Picnic Area - Small	Picnic tables (2), BBQ grills, 800 sf concrete paving, drinking fountain with spigot, trash receptacle, trees or structure for shade	\$75,000	\$90,000	\$117,000	3,000 sf	\$3,500	\$3,500	\$7,000
Group Picnic - Medium	Picnic tables (6), BBQ grills, 1,600 sf concrete paving, drinking fountain with spigot, trash receptacle, trees or structure for shade	\$125,000	\$150,000	\$195,000	6,000 sf	\$5,500	\$4,500	\$10,000
Neighborhood Gathering Place	Entry feature/signage, 4,000 sf gathering plaza, shade structure, enhanced planting	\$150,000	\$180,000	\$234,000	6,000 sf	\$7,000	\$1,500	\$8,500
Community Gathering Place	Entry feature/signage, 10,000 sf gathering plaza, shade structure, enhanced planting, water feature	\$550,000	\$660,000	\$858,000	20,000 sf	\$30,000	\$7,000	\$37,000

B - BUILDING FACILITY RECOMMENDATIONS

Neighborhood Facilities

The City's neighborhood park facilities are very efficient to operate, well used, and highly valued by the community. The City should continue to operate and maintain this network of facilities. Based on their age, it is likely that some of the facilities are out of compliance with current seismic, energy, and accessibility standards and codes; further analysis would be required to identify and prioritize specific code upgrades that may be required. The City should continue addressing both deferred and ongoing maintenance projects at these facilities.

Specialized Facilities



The Mastick Senior Center is successful at serving community members from throughout the city. The City should continue to maintain this facility as a center for senior programs and services in Alameda. Although many improvements have been made, the facility's age suggests that it is likely out of compliance with current seismic, energy, and accessibility standards and codes. The City may also wish to conduct further analysis in order to identify potential strategies for improving space utilization or increasing capacity.

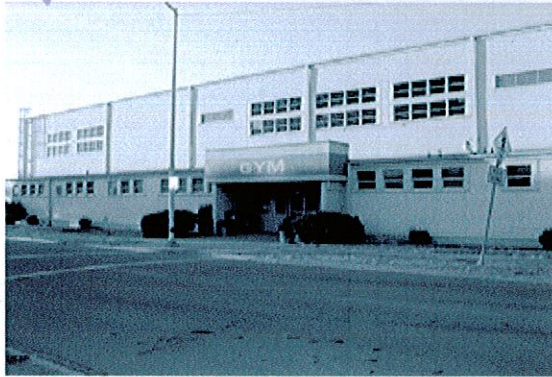
The City should provide improved facilities for youth programs. Although the Veterans Memorial Building has a central location in the community, the building's age suggests that significant upgrades may be needed in order to comply with modern codes and standards for building systems, seismic performance, energy



efficiency, and accessibility. Upgrading the building would likely prove less cost-effective than re-locating the youth program to an alternative site. Collocating the youth program with other centralized recreation facilities would provide opportunities to enhance youth programming and improve operational efficiency. The Alameda Point Gym is a valuable resource for city recreation programs and should be retained. Programs would benefit from modernized courts, bleachers, and support facilities. The building should be upgraded to meet current codes and standards for seismic performance, building systems, energy efficiency, and accessibility.



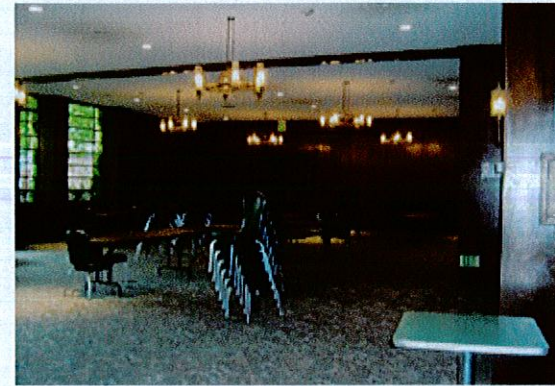
The City should develop a central community center facility to support larger-scale citywide recreation needs, such as including large program/event space, classrooms, and arts and crafts facilities. Incorporating the teen center and additional preschool programs could improve operational efficiency and expand revenue generating opportunities.



Facility Development Scenarios

A number of sites and facility strategies were potentially available to improve citywide recreation, community center, and youth programming. In order to evaluate the possible combinations of facilities and sites, four facility development scenarios were identified that generally emphasized each of the system goals. These included:

- **Maximizing existing resources.** This scenario seeks to maximize the use of the City's existing facilities and infrastructure rather than building new. Elements of this scenario included renovation of the Alameda Point Gym for active recreation; renovation of the Alameda Point Pool for aquatics programs; renovation and adaptive reuse of the Officers Club for a community center; and renovation of the Veterans Memorial Building to improve space for youth programs.
- **Maximizing partnerships.** This scenario seeks to minimize the City's investment in capital projects through partnerships with other service providers. It assumes that the City would continue to provide aquatics facilities through an existing or new partner. It also assumes that the City would develop a partnership for active recreation/sports facilities (e.g., court sports). Under this scenario, the Alameda Point Gym/Pool would no longer be used by ARPD for recreation programming.
- **Maximizing revenue generation.** This scenario seeks to develop facilities that support the generation of revenue to offset operations and/or capital costs.



It develops a new community center at the Beltline site with large event hall, active recreation spaces (e.g., gymnasium), preschool facilities, and a teen center; the inclusion of an aquatic program could further increase the City's ability to develop revenue through the sale of annual passes. The Officers Club is renovated to increase its rentability as an event venue. Under this scenario, the Alameda Point Gym, Alameda Point Pool, and Veterans Memorial Building are not used for Recreation & Park programming and are available either for other city/community uses or as surplus property.

- **Maximizing efficiency.** This scenario seeks to create facilities that minimize operational costs (staffing, energy use, and maintenance) through consolidated facilities with logical floor plans, excellent sightlines and adjacencies, and highly efficient building materials and systems. This scenario adds a new community center (possibly at the Beltline site) with large event hall, active recreation spaces (e.g., gymnasium), preschool facilities, and a teen center; an aquatics program could be added as well. The Alameda Point Gym, Alameda Point Pool, Officers Club, and Veterans Memorial Building are not used for Recreation & Park programming and are available either for other city/community uses or as surplus property.

Recommended Option

Based on analysis and evaluation of each of the scenarios, the City developed a hybrid preferred option that includes the following:

- **Renovate the Alameda Point Gym** at its current size of approximately 35,000 square feet to improve support for citywide and regional sports programming. The renovation program would include improved courts, bleachers, and support spaces. The site of the adjacent pool building would be repurposed. Building renovation would cost approximately \$20-22 million, with an additional \$1 million allowance for parking and landscape renovation.
- **Renovate the Officers Club** at its current size of approximately 37,000 square feet to develop large program/event space for community use and rentals.

The Summary Table below describes each of the scenarios and their associated advantages and disadvantages. Details of the Budget and Service Level Summaries are included as Appendix C - Facilities Cost & Service Models.

Summary of Scenarios

Scenarios	Maximize Existing Resources	Maximize Partnerships	Maximize Revenue	Maximize Operational Efficiency
Strategies	<ul style="list-style-type: none"> Use existing buildings No new construction 	<ul style="list-style-type: none"> Develop active recreation and aquatics programs through partnership with public/private entities 	<ul style="list-style-type: none"> Develop facilities with sufficient program range and capacity to support annual pass sales Develop facilities that support revenue generation programs such as rentals and preschool 	<ul style="list-style-type: none"> Reduce number of facilities to operate and maintain Buildings are highly energy efficient Buildings can be staffed/operated efficiently
Scenario Components	<ul style="list-style-type: none"> Renovate Alameda Point Gym Renovate Alameda Point Pool Renovate/adaptive reuse of Officers Club for community center Renovate Veterans Memorial Building 	<ul style="list-style-type: none"> Renovate/adaptive reuse of Officers Club for community center Aquatics and active recreation/gym facilities provided by partner Renovate Veterans Memorial Building for teen program 	<ul style="list-style-type: none"> New community center with active recreation (aquatics, gym), preschool, youth center, and large event hall with kitchen Renovate/adaptive reuse of Officers Club to maximize rentals 	<ul style="list-style-type: none"> New community center with active recreation (aquatics, gym), preschool, youth center, and large event hall with catering kitchen
Pros	<ul style="list-style-type: none"> Builds on existing resources and infrastructure Largest amount of square footage 	<ul style="list-style-type: none"> Potentially least capital cost scenario Alameda Point Gym and Pool become surplus assets 	<ul style="list-style-type: none"> Beltline site is a reasonably central location in the community for programs and services Vets Memorial Building and Alameda Point Gym and Pool become surplus assets 	<ul style="list-style-type: none"> Beltline site is a reasonably central location in the community for programs and services Vets Memorial Building, Officers Club, and Alameda Point Gym and Pool become surplus assets
Cons	<ul style="list-style-type: none"> Potentially highest capital cost scenario Alameda Point not perceived as a central location within the community 	<ul style="list-style-type: none"> City access to recreation and aquatics facilities subject to negotiation/ cooperation with partners 	<ul style="list-style-type: none"> Alameda Point Gym has unique historical value and space that a new facility most likely will not match 	<ul style="list-style-type: none"> Alameda Point Gym and the Officers Club have unique historical value and space that new facilities most likely will not match
Budget	<ul style="list-style-type: none"> \$80,426,400 \$590 /SF 	<ul style="list-style-type: none"> \$35,435,400 \$530 /SF 	<ul style="list-style-type: none"> \$60,390,000 \$550 /SF 	<ul style="list-style-type: none"> \$35,878,800 \$500 /SF
Service Level	<ul style="list-style-type: none"> 190,000 GSF 2.5 SF/capita 	<ul style="list-style-type: none"> 120,000 GSF 1.6 SF/capita 	<ul style="list-style-type: none"> 162,300 GSF 2.2 SF/capita 	<ul style="list-style-type: none"> 125,300 GSF 1.7 SF/capita

A full service kitchen to support banquet rentals is a priority. Depending on the renovation program, the City may be able to develop a partnership with a third-party service provider to operate either a portion of the facility (such as a bar/restaurant) or the entire facility (such as a conference/meeting venue). Building renovation would cost approximately \$15-16 million, with an additional \$1 million allowance for parking and landscape renovation.

- Develop a new community center of approximately 38,000 square feet in an accessible central location in the city. Significant program elements include a small gymnasium, teen center, large program/event space, and preschool programs. The Beltline site has the capacity to accommodate a facility of this size and would be an appropriately central location. The approximate building cost would be \$23-26 million (assuming a single story building and, not including land costs), with an additional allowance of \$3 million for parking and landscaping.
- Develop aquatics programs for teaching, competition/fitness, and recreational swimming through partnerships, with facilities provided by a public or private aquatics service provider.
- Discontinue the use of the Veterans Memorial Building for City-provided recreation programming.
- Continue to operate and maintain the Mastick Senior Center.
- Continue to operate, maintain, and refurbish (as feasible) the neighborhood facilities throughout the city.

The recommended approach for facility improvements would result in approximately 163,000 gross square feet, including neighborhood facilities, or 2.2 square feet per capita. The conceptual budget for this recommended approach is between \$67 million and \$74 million, or approximately \$570 per square foot. See Appendix C for additional details.



Project Priorities and Phasing

Because specific funding strategies have not yet been identified for these recommended projects, phasing priorities were not developed as part of this master plan. As such, the recommended projects will be implemented based on opportunity, when funding and/or partnerships for specific projects arise. The City may wish to evaluate other phasing strategies, such as prioritizing projects that fulfill specific community needs (e.g., for community event space); projects that will boost revenue generation (e.g., additional preschool capacity); or those that create surplus assets (e.g., moving the youth program out of the Veterans Memorial Building).

Budget Development

As the size and scope of each project is refined, detailed budgets can be developed to help the City plan funding strategies. Budgets should be as comprehensive as possible, including site acquisition, site and building construction, furniture, technology, equipment, signage/graphics, and public art as appropriate, as well as design fees and other soft costs, contingencies, escalation, fees, moving expenses, and temporary facilities (as needed).

C - FUNDING SOURCES

There are many options for funding the recommended capital projects. A key component of the master plan is the concept of partnerships, an approach that applies to the funding and implementation of capital projects as well as to providing services to the community. Partnerships with public and private entities are an excellent way to leverage funds to meet multiple needs efficiently, and more and more public facilities in California are sharing resources to meet common goals. This section describes some of the more common strategies that public agencies use to develop facilities, in addition to partnerships.

City Funds

General funds and reserve funds are a potential source of funding. Available general revenue funds are often used for small projects. Larger projects usually require funds to be set aside annually into a reserve account for a capital program.

General Obligation Bonds

Since the passage of Proposition 46 in 1986, cities have been able to issue general obligation bonds to acquire, construct, or improve real property. General obligation bonds are the most efficient form of long-term debt financing because they require neither a reserve fund nor funded interest (i.e. capitalized interest) during construction or acquisition of the project. Therefore, general obligation bonds are smaller in size and annual total debt is correspondingly lower than for any other form of long-term debt financing. The major challenge of a general obligation bond is that they require passage by a super-majority (two-thirds) of voters.

Redevelopment Funds

Until the California Supreme Court rendered its January 2012 decision allowing the State Legislature to dismantle Redevelopment Agencies, state law allowed a redevelopment agency to obtain funds using "tax increment financing." This type of financing registered a total property tax value for the area and then allowed any future increases in taxes (the "tax increment") due to increases in the assessed value of properties within the area to go to the redevelopment agency for use in stimulating development. The purpose of these redevelopment areas was to fund new projects that would create a healthier environment for businesses and residents. The redevelopment agency could then use the funds raised through the tax increment to rehabilitate properties, promote creation of jobs, improve streets and streetscapes, parks, and other public facilities, stimulate private business and development, and create investment to accomplish what could not be done by other public or private means. Limitations on the types of projects that could be built using redevelopment funds, included a requirement that projects be located within an official redevelopment district.

It is possible that the State Legislature will reconstitute Redevelopment Agencies in some form, however, as of the writing of this document, no new Redevelopment projects may be undertaken.

Development Impact Fees

Development impact fees are levied by cities and/or counties on new residential and commercial construction in order to pay for the additional infrastructure that will be required to support the new population and uses. Fees are determined by each jurisdiction, typically based on the number of units to be developed, the timing of the build-out of those units, and the anticipated amount of money needed to pay for the required infrastructure improvements.

A portion of these fees is often earmarked for improvements to public facilities. Often called Public Facilities Fees (PFFs) or Community Facilities Fees (CFFs),

these fees can be used for a variety of projects, including community/recreation facilities. One limitation on PFFs/CFFs is that these funds cannot be used for improvements that predate the developments upon which they are levied; in other words, local jurisdictions cannot ask developers to pay for pre-existing capital/infrastructure deficits. For this reason, it is important for jurisdictions to be proactive in setting and levying PFFs/CFFs early, so that sufficient funding can be accrued to pay for projects.

Grants

Federal and state grants are available from time to time. For example, in 2006, California voters passed the Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006 (aka Proposition 84), which made \$386 million in grants available for park and recreation capital improvements. In 2009, the American Recovery and Reinvestment Act was passed, a highly competitive grant program for public projects. Grant programs such as these often give priority to projects that clearly address a well-defined need, and that use a highly participatory needs assessment and design process. This master plan will be an important document to help describe the need for facility improvements in a grant application. The City can also maximize its competitiveness for grant programs by continuing to engage the community in the dialogue about park and recreation needs.

A table listing potential Federal, State and private grant funding sources is contained in Appendix D.

Mello-Roos Special Tax Bonds

The Mello-Roos Community Facilities Act was enacted by the California Legislature in 1982 to provide all cities, counties, or districts with an alternative method of financing essential public facilities and services. The Act allows cities to create separate public agencies, known as community facilities districts, within their boundaries for the purpose of financing certain public facilities and services. The Mello-Roos financing mechanism uses a special tax to repay the annual debt service and operating costs. The special tax may be based upon benefit to the parcels of land in the district, or on the cost of making the facilities or services available, or on any other reasonable basis. The tax must not be ad valorem or related to the value of the property.

Benefit Assessment Districts

A benefit assessment district taxes property owners in a special district created to provide benefits for those in the district. California Proposition 218, passed in 1996, prohibits the creation of Benefit Assessment Districts based on property

measure requires simple majority support (50% + 1) to pass, and votes are weighted based on each property owner's proposed assessment.

Sales Taxes

A special purpose sales tax could be levied on top of existing local sales taxes. As with general obligation (GO) bonds, special purpose sales taxes require a two-thirds majority vote. However, sales tax revenue can be used for both operations and capital projects, whereas only capital projects can be funded through GO bonds. Available revenue through a special sales tax can be harder to predict than with GO bonds, as it is dependent on actual sales.

Certificates of Participation

Certificates of participation are a subset of the general financing technique known as lease/purchase or installment sale obligation financing. Within the tax-exempt realm a lease/purchase allows a municipality, in consideration for the use of equipment and/or real property, to make lease payments over a specified period of time. At the conclusion of this contract, the lessee (municipality) has the right to purchase the leased capital items at a nominal amount (usually \$1), or ownership may have already transferred by way of an installment sale contract. If the financing is structured to meet the requirements established by the federal government, the lease payments to the lessor are exempt from federal and state income taxation. The lessor, therefore, requires a lower rate of return from the financial contract (lease), thus lowering the interest costs to the lessee. Through this financial instrument, the city or district has accessed the tax exempt debt market. Certificate of participation financing does not require voter approval. In California, the local legislative body (i.e., city council or board of supervisors) is empowered to enter into lease/purchase financing.

Private Donations

Because of their large impact on the communities they serve, high-profile projects such as community centers offer an attractive focus for fund-raising campaigns. One advantage of private donations is that (with the donor's permission) they can be used for any portion of the proposed project, including furniture, art, and technology as well as construction.

In addition to individuals and private foundations, the business community can be a source of donations for new community projects. Recent examples include a national drugstore chain donating funds to a library for development of business and conference facilities. Strategies such as naming rights can provide additional incentives for donations.

GRANT AND FOUNDATION FUNDING SOURCES

	Land Acquisition	Planning	Capital Improvements	Natural Resource Management	Education	Volunteerism	Trails	Arts	Historic Preservation	Cultural Resources
Federal Sources										
Army Corps of Engineers		X	X	X						
Department of Education					X					
Department of Housing and Urban Development			X						X	
Environmental Protection Agency	X	X	X	X	X	X				
Federal Highway Administration	X		X		X		X		X	X
Fish and Wildlife Service	X	X	X	X	X					
Forest Service		X		X	X					
National Endowment for the Arts					X			X		X
National Endowment for the Humanities		X			X				X	X
National Oceanic and Atmospheric Administration	X		X	X	X		X			
National Center for Cultural Resource Stewardship and Partnerships	X	X	X		X				X	X
National Center for Recreation and Conservation	X	X	X	X	X		X		X	X
Natural Resources Conservation Service	X	X	X	X	X					

	Land Acquisition	Planning	Capital Improvements	Natural Resource Management	Education	Volunteerism	Trails	Arts	Historic Preservation	Cultural Resources
State of California Sources										
CalFED Bay-Delta Program		X	X	X	X					X
California Air Resources Board			X		X		X			
California Arts Council					X			X		X
California Council for the Humanities								X		X
California Conservation Corps			X	X	X		X			
California Department of Boating and Waterways		X	X	X	X					
Conservation, Division of Land Resource Protection	X								X	
Conservation, Division of Recycling			X	X	X					
Education					X			X		
Fish and Game		X	X	X						
Forestry and Fire Protection	X	X	X	X	X					
Housing and Community Development			X						X	
Parks and Recreation, Office of Grants and Local Services	X		X	X	X		X			
Transportation	X	X	X		X		X			
Water Resources		X	X	X	X					
California Integrated Waste Management Board			X	X	X					
California Resources Agency	X		X	X			X		X	X
California State Library					X				X	X

	Land Acquisition	Planning	Capital Improvements	Natural Resource Management	Education	Volunteerism	Trails	Arts	Historic Preservation	Cultural Resources
Selected Foundations										
Aquatic Outreach Institute				X	X	X				
Annenberg Foundation					X	X				
Bikes Belong Coalition, Ltd.		X			X		X			
California State Parks Foundation	X		X	X	X	X	X		X	X
California Wildlife Foundation				X	X					
Candle Foundation				X	X	X				
Comerica Charitable Foundation			X					X	X	X
Conservation Fund	X	X	X	X			X		X	X
Doris Duke Charitable Foundation	X	X		X	X	X		X		
Ducks Unlimited	X		X	X	X	X		X		X
East Bay Community Foundation				X	X	X		X		X
James Marston Fitch Charitable Foundation, Inc.									X	
Ford Foundation	X	X	X	X	X			X		X
Fred Gellert Family Foundation				X	X			X		
Wallace Alexander Gerbode Foundation				X				X		X
J. Paul Getty Trust		X			X	X				X
Great valley Center		X							X	X
Walter and Elise Haas Fund			X		X			X		
William and Flora Hewlett Foundation	X	X		X	X					
Home Depot Foundation			X	X	X	X			X	
James Irvine Foundation	X	X		X	X					X
Robert Wood Johnson Foundation			X		X	X	X			
W. M. keck Foundation		X			X	X		X		X
W. K. Kellogg Foundation		X			X	X				
Henry Luce Foundation, Inc.		X		X	X	X		X		
Louis R. Lurie, Foundation					X					X
John D. and Catherine T. Macarthur Foundation	X								X	
Robert R. McCormick Tribune Foundation					X	X				
Andrew W. Mellon Foundation	X	X		X	X			X		X
National Gardening Association				X	X	X				
National Geographic Society Education Foundation				X	X					X
National Tree Trust		X		X	X	X				
National Trust for Historic Preservation		X	X		X				X	

Source: California Department of Parks and Recreation, Planning Division, Parks and Recreation and Recreation Technical Services